

Inner Melbourne Action Plan

Progress Report

Action 2.2 - Coordinated Pedestrian And Public Transport Signage System (Wayfinding)

Purpose

1. To update the IMAP Implementation Committee on the completion of the demonstration route and evaluation of Action 2.2: the Wayfinding Signage Project,

Background

2. The Inner Melbourne Region currently provides an attractive and pedestrian friendly walking environment that will continue to be enhanced by the provision of well-located informative signs across the Region. IMAP Action 2.2, 'to introduce consistent pedestrian oriented and public transport signage systems across the Region' seeks to contribute to the delivery of IMAP Strategy 2, which is to 'effectively link transport routes so that the Inner Melbourne Region is accessible throughout by walking, cycling and public transport.'
3. As Stage 1 of Action 2.2, J.A. Grant and Associates developed the *Inner Melbourne Wayfinding Signage Report* in December 2007. This report identified and recommended locations for a hierarchy of signs that lead people to and through the network of routes, linking origins to destinations within and between the IMAP precincts (pedestrian priority areas).
4. The report recommended a proposed demonstration project as an example of an 'integrated walking, cycling and public transport signage strategy'. Presented to the IMAP Committee in late 2007, a resolution was passed to support progression of implementing the recommended demonstration route, located primarily within the Cities of Yarra and Stonnington.
5. The demonstration project route leads from the CBD (Federation Square) via the Sports Precinct, to the Swan Street Precinct, via Church Street to the Chapel Street Precinct, and back to Federation Square via residential streets and parklands.
6. A key highlight of Stage 2 of the project was the successful delivery of 54 signs in total. 12 level 1, 10 level 2 signs, 21 level 3 and 11 level 4 signs. *See attached map for detailed location and the attachment detailing the different levels of signage.*
7. Stage 2 was also co-funded by IMAP councils and initial Department of Transport Local Area Access Program (LAAP) funding of \$133,500. Additional costs in map design meant that the IMAP Committee contributed an extra \$28k. The Final Report for the Project was submitted to the Department of Transport 30 June 2010 as the final Milestone for funding. The IMAP Wayfinding Signage Project was the largest LAAP project funded of its type. *See attached Final Report produced for the Department of Transport LAAP funding, including a final financial statement.*

Progress

8. Stage 2 of Action 2.2 was led by the the City of Melbourne. The project included Design, Manufacturing, Installation and Evaluation. Design and installation occurred during 2008/09 and 2009/10 and an event held on 11 September 2009 celebrated the launch of the project.
9. Pre Evaluation
Pre-evaluation took place using staff from the City of Melbourne's Visitor Center. They reviewed the content of the signage and advised on items to include, colours and size.

10. Post Evaluation

Post evaluation took place in April 2010. City of Melbourne's Visitor Centre Guides were asked to walk some or all of the demonstration route post installation. Their expertise in assisting visitors in the CAD made them ideal for evaluating the project.

The overwhelming feedback from the evaluation was positive. The four key themes of the notes and comments were;

- The large map signs were useful and easy to use
- There could be more information added that tourists may find useful
- The signs are already graffitied and vandalised.
- The smaller signs between were too infrequent.

The final two points are useful notes for the IMAP Wayfinding Signage Project Working Group.

The full report from the evaluation is attached.

11. The Cities of Melbourne & Stonnington have since extended the demonstration routes to the Docklands precinct and Toorak Village.
12. The Department of Transport is in the process of putting together a 'how to' Guide for Councils wanting to install Wayfinding Signage. This Guide draws heavily on the experience of the IMAP Wayfinding Signage group.

Recommendation

13. That the IMAP Implementation Committee resolve to:

- a) **note** the completion and evaluation of Action 2.2 demonstration project.
- b) **ensure** appropriate signs asset maintenance is now undertaken by individual Councils.

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DOT TRIM REFERENCE NUMBER: TRIM/

INNER MELBOURNE ACTION PLAN

Local Area Access Program


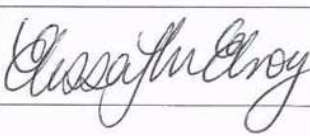
LAAP 40

Wayfinding Signage Pilot Project

FINAL REPORT

June 2010

Document Approvals

Position	Name and Job Title	Signature	Date
Project Manager	Dan Costa Project Manager – Capital Works, City of Melbourne		29/06/10
Project Sponsor	Elissa McElroy IMAP Implementation Officer, based at City of Stonnington		29/6/10
DOT Project Manager	Chris Morris Sustainable Transport Programs Branch Department of Transport		

STATUTORY DECLARATION

I, WARREN ROBERTS (full name) in the State of Victoria, do solemnly and sincerely declare that:-

- 1 I am the Chief Executive Officer of Stonnington City Council and I am authorised by the Grant recipient to provide this Statutory Declaration on its behalf.
- 2 The Stonnington City Council certifies as correct that the following items of expenditure were incurred by it in the course of the Project more particularly described as the Inner Melbourne Action Plan Wayfinding Signage Project
- 3 The Project has been satisfactorily completed and all works were undertaken in accordance with the requisite terms and conditions of this Agreement and that the Funding Amount has only been expended on the performance of the Project or matters reasonably incidental to the performance of the Project

The total of all items of expenditure, whether in cash or in kind, is \$ 397,291.

The Council certifies as correct that the accounts as detailed below relate to expenditure incurred on the above named Project.*

Description of Items of Expenditure including In-kind Expenditure	Amount (\$)
Please refer to Appendix 5 – Financial Report for expenditure in Stages 1 and 2 - IMAP Wayfinding Signs Project	357,690
In Kind Expenditure	39,600
Total	\$397,291

* Where available evidence of the expenditure should be included as an attachment.

AND I make this solemn declaration, conscientiously believing the same to be true, and by virtue of the provisions of an Act of the Parliament of Victoria rendering persons making a false declaration punishable for wilful and corrupt perjury.

DECLARED at MALVERN)

in the State of Victoria this 29th)

day of June Two Thousand and 10)

signature)

Warren Roberts

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Why must you acquit your grant?

Having completed your funded project, Department of Transport needs to gather information from you for a number of reasons.

Acquittal reports:

- account for your use of public funds and demonstrate that the funding has been used for the purpose for which it was provided, and in accordance with the terms of your Funding Agreement;
- provide the Department of Transport with important information to advocate for continued funding for sustainable transport;
- assist the Department of Transport to assess how successful funding programs are in meeting the needs of the transport sector and the Victorian community; and
- provide you with the opportunity to make suggestions regarding improvements to the funding program.

What happens if you do not acquit?

Failure to satisfactorily acquit funding will make you ineligible for future Department of Transport funding and may result in action to recover the grant.

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1 EXECUTIVE SUMMARY

1.1 Background and Achievements

Many cities and urban areas have become fast-paced, complex and divided. Cities have sprawled and become a series of specialised areas and precincts, each with unique characteristics. Wayfinding signage plays a critical role in tying together an increasing number of specialised areas or precincts in a coherent way. In addition, policy makers have recognised the importance of walking for transport and city vitality. The success of *Melbourne 2030* (the city's 30 year sustainable growth plan) depends on making Melbourne more accessible for walking. Wayfinding systems will play an important part in implementing this change.

In 2006, the councils of Melbourne, Port Phillip, Stonnington and Yarra in partnership with the State Government, launched 'Making Melbourne More Liveable - Inner Melbourne Action Plan'. The Plan, prepared collaboratively to respond to 'Melbourne 2030', provides a framework for the future growth and development of the Inner Melbourne Region. It also aims to make the area more vibrant, liveable, accessible and creative.

The Inner Melbourne Action Plan (IMAP) Action 2.2, sought to introduce a consistent pedestrian wayfinding signage system across the Inner Melbourne Region to show that the Region and its constituent "precincts" are accessible throughout by walking, cycling and public transport. The Inner Melbourne Wayfinding Signage, as it is now known, highlights key regional linkages and places of interest, as well as giving people public transport information and indicative walking times. The signage therefore is about making it easier for people to navigate within and between city "precincts" and about encouraging them to do so on foot or by public transport. The signage was aimed at tourists as well as local pedestrians.

The IMAP Region contains up to 35 recognisable precincts. These are linked together by a system of public transport routes (train, tram and bus), walking and cycling routes and shared off-road paths which are signed by the Metlink signage system. This system is illustrated on public transport, TravelSmart, tourist and various other maps, however this existing signage was found to be fragmented and many inter-precinct walking routes were not signed for pedestrians. Highlighting the availability of these good walking links is a new and innovative element of the Inner Melbourne Wayfinding Signage system.

The project involved two distinct stages, both of which entailed a high level of innovation and engagement on the part of Council staff, as well as Visual Voice, the appointed consultants:

- **Stage 1:** produced an Inner Melbourne Wayfinding Signage Report completed in December 2007. The Report outlined an "integrated wayfinding signage strategy" that recommended both the types of signs that need to be installed, and the locations where they need to be installed along a demonstration project route. The nominated demonstration route covers the activity centre precincts of Bridge Road, Swan Street, Church Street, and Chapel Street, three recreation precincts (the Sports & Entertainment, Fawkner Park and Botanical Gardens precincts) and the walking and other transport links between them. See map of locations - Appendix 1.

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- **Stage 2:** constituted the delivery of signage along the demonstration route. This involved design, manufacture and installation of sign hardware, as well as design of regional and precinct maps and their content. Stage 2 also included evaluation of the signage system and the maps.

The main focus when it came to designing the maps in Stage 2 was to overcome the common barriers to walking – i.e. “it’s too far to walk”; “it will take too long”; “not sure of the way”; and to integrate traditional public transport information, with recommended walking routes and local precinct information. The result is a signage system based on world’s best practice wayfinding design, pioneered in Bristol in the United Kingdom.

The Stage 1 Report also recommended the development of a “family” or hierarchy of four sign types. The signs were designated levels in accordance with the size of the sign, its proposed content and purpose. The larger Level 1 and 2 “information panel signs” were designed with the intention of providing the most information and were located at primary decision making locations along the demonstration route. They consisted of large regional maps and local precinct “heads-up” maps. The Level 3 and 4 signs were designed as smaller directional and route marker signs, installed along designated routes between the larger signs, providing confirmation to the pedestrian that they are still travelling in the correct direction. See examples of the signage – Appendix 2.

Development and installation of the signs and maps was complete in early September 2009. The Inner Melbourne Wayfinding Signage system (stage 2) was then officially launched on Friday 11 September 2009, with a walking tour conducted to view the installed signage system and appreciate the contents of the signs. Further post-implementation evaluation followed, concluding in late May 2010. See Map of signage – Appendix 1 & see Appendix 3 – Photographs of the signage.

1.2 Highlights and Innovations

This project delivered 4 important innovations:

1. The development of a signage “family” that works together to provide wayfinding at different levels was to be instrumental to the success of the project. The larger Level 1 and 2 signs provide a great level of detail for the user and are placed strategically throughout the precincts. The smaller signs serve to affirm that the user is on the right path.
2. The project used “heads-up” maps (where the area “in front” of the viewer is shown above the “You are here” icon; and the area “behind” the viewer is below the “You are here” icon) is an intuitive system – “where you are, is what you see”. This constitutes the key distinguishing and highly innovative feature of the Inner Melbourne Wayfinding Signage system. The “heads-up” map design is considered to be a major improvement over the more traditional system of providing “directional arrows” pointing to named locations, on information panels. “Heads-up” maps are also superior to those maps which always have north at the top, regardless of the location of the map and the viewer.

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3. The choice of materials was crucial to delivering a level of quality that reflects positively on the identity of the area. Using high quality materials ensured longevity and an enduring appearance— it was essential to choose durable materials as they minimise vandalism and offer easy maintenance. Selecting high quality materials involved a higher than normal capital investment, but it will deliver the best value through its life cycle. The long term maintenance and replacement costs are also significantly lower both financially and in resource use. As information will need to be updated from time to time, the signs have been built to last for many years and will allow for map information to be easily (and cheaply) modified over time to reflect areas of change.
4. The fact that the Wayfinding Signage works across municipal boundaries. This gives consistency across inner Melbourne.

The key highlight for the project was the successful delivery of 54 signs in total. 12 level 1, 10 level 2 signs, 21 level 3 and 11 level 4 signs.

1.3 Summary of Recommendations

1. Choice of the most appropriate mix of sign types for any given area should be based on a sound signage strategy. A good signage system should aim to make wayfinding decisions easy for the user.
2. Ensure that the decision on what signage hardware is to be used is based on long-term planning rather than short term gain. Signage should be built for longevity and flexibility.
3. Better scoping and planning in the early stages of a project needs to be undertaken to ensure time and budget are appropriately managed. Ensure that projects are assigned a project manager from the outset. Ensure that the project has a clear and comprehensive communications plan.
4. Allocation and communication of project roles and responsibilities early in the project is essential to ensure project tasks are completed on time and to a high-standard. Projects that work across different professional disciplines and organisations can be very effective if they are well coordinated.
5. The scope of work for consultants needs to be clear and concise. Timelines need to be clearly communicated and regularly reported upon.
6. Signage projects are difficult to evaluate due to the complexity in performing pre-and post- installation evaluations. Build in frequent, smaller evaluations to signage projects.
7. Don't underestimate the value of expert advice. Access to people that live and breathe the subject that you are reviewing, in this case the 'red coats', assists greatly in providing specific information and evaluation advice.

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2 PROJECT PERFORMANCE

2.1 Performance Against Objectives (Project Evaluation)

Objectives	Performance
Create a Wayfinding Signage system for the IMAP region	✓
Install the Pilot Route as nominated in Stage 1 of the IMAP Wayfinding Signage Project	✓
Evaluate the Pilot Route as nominated in Stage 1 of the IMAP Wayfinding Signage Project	✓

NB: There was no Project Plan for Stage 2 of the Inner Melbourne Action Plan Wayfinding Signage Pilot Project.

2.2 Performance Against Outcomes (Project Evaluation)

Outcomes	Performance
Development of a 'family' of signs for wayfinding in the IMAP region.	✓
Design of wayfinding regional and precinct map templates	✓
Review and evaluation of the map templates	✓
Design of signage hardware to house maps	✓
Manufacture of signage hardware	✓
Installation of hardware and maps	✓
Evaluation of the signage system	✓

2.3 Performance Against Outputs

Outputs	Performance
A 'family' of signs for wayfinding in the IMAP region.	✓
Evaluation of signage system & map.	✓
Project Report	✓

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2.4 Performance Against Schedule

Task	Scheduled	Actual
Signed Acceptance of the Grant	11 August 2008	August 2008
Design of Hardware	17 September 2008	February 2009
Design of Wayfinding Map Template	20 November 2008	April 2009
Progress Report 1	15 December 2008	January 2009
Manufacture of Hardware	20 March 2009	June 2009
Progress Report 2	N/A	May 2009
Evaluation - Pre Installation	30 March 2008	May 2009
Installation of Hardware and Maps	30 April 2009	September 2009
Launch	N/A	11 September 2009
Evaluation - Post Installation	22 May 2009	April 2010
Draft Final Report	N/A	May 2010
Final Report	15 June 2009	15 June 2010

This project was delivered well behind schedule. The two key reasons were:

1. Staff changes at the 4 municipalities involved.
2. Poor initial scoping of roles and responsibilities.

2.5 Performance Against Communication Plan

No initial communication plan was created. However, the following communications have occurred:

Yarra City Council: See Appendix 4

- Letter of installation to traders
- Yarra Council e-bulletin to Traders
- Yarra News
- Yarra Council website

Stonnington City Council: See Appendix 4a

- LGPro Award Application

Melbourne City Council & Port Phillip City Council:

- No communication activities were undertaken.

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2.6 Performance Against Budget

BUDGET: Financial Comparison Table (LAAP)

Expenditure Segment		Estimated Expenditure at Project Plan			Actual Expenditure -	
		Stage 1	Stage 2	[TOTAL]	Stage 1 and 2	
Project Management Costs		9,000.00		9,000.00	In Kind	39,600.00
Design Development/Documentation		40,000.00	60,000.00	100,000.00		112,310.00
Capital Cost - From Construction Cost Estimate			187,000.00	187,000.00		245,381.00
Pre and Post Evaluation Activities			20,000.00	20,000.00	In Kind	0
Communications Activities					In Kind	0
Other Costs						0
Total Project Expenditure (GST Inc)		49,000.00	267,000.00	316,000.00		397,291.00
		Proposed Funding			Actual Funding	
LAAP Funding		25,000.00	133,500.00	158,500.00		158,500.00
Partner Organisation Contribution	CoM	3,250.00	16,000.00	19,250.00		23,100.00
	CoY	3,250.00	56,000.00	59,250.00		67,100.00
	Cash CoS	3,250.00	51,000.00	54,250.00		61,600.00
	CoPP	3,250.00	10,000.00	13,250.00		16,500.00
	IMAP	11,000.00		11,000.00		
	TOTAL			157,000.00		168,300.00
	In Kind	In kind contributions were not nominated in the original project planning			CoM - \$23,100 CoY \$16,500 Total \$39,600.00	
Other Organisation Contribution		NA			NA	
Total Project Funding		315,500.00			366,400.00	
Final Project Funding - anticipated					366,400.00	
Less Final expenses					397,291.00	
Final Project Loss					- 30,891.00	

Refer Appendix 5 for Financial Report
Refer Appendix 5a for invoices

2.7 Summary and Recommendations on Project Performance

Collaboration of Councils

Although City of Melbourne were the lead Council responsible for managing the project, the development and delivery of the Inner Melbourne Wayfinding Signage system has been a collaborative effort of all IMAP Councils and the Department of Transport. The detailed

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coordination not only across various work areas; but across municipal boundaries. This required a commitment, on the part of staff involved, to achieving an outcome that would benefit the entire Inner Melbourne Region and a dedication to overcome barriers such as: different internal approval processes and timeframes; different public consultation requirements; as well as site specific difficulties associated with sign installation, such as determining the location of underground services or traffic safety implications etc.

Individual/Team contribution

Development and delivery of the Inner Melbourne Wayfinding Signage system took two and a half years and involved a number of staff from all IMAP Councils. Stage 2 in particular, demanded a high level of cooperation and coordination to ensure delivery of signage to the demonstration area. City of Melbourne staffs' project management as well as technical expertise has been instrumental in sign hardware design, contractor appointment and management and sign installation. As a result, their contribution towards highly attractive, durable and easy to maintain signs cannot be overestimated.

City of Stonnington and City of Yarra, together with City of Melbourne, oversaw the design and development of regional and precinct maps; finalising sign locations, and ensuring that their installation would not have a negative impact on pedestrian movements along the existing, often narrow footpaths, traffic safety and underground services. What resulted are signs that are easy to read, attractive to look at, and adapted to the complex and 'busy' inner urban street character.

Consultants

The dedication, professional conduct and passionate engagement of VisualVoice, the appointed consultants responsible for Stage 1 Report and the sign content and format design and development of Stage 2, must also be mentioned.

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3 EVALUATION

3.1 Evaluation Methodology and Results

The whole project was evaluated twice. The initial evaluation (March 2008) was conducted solely about the function of the map & the final evaluation was conducted via a walk using the signage in situ. Both evaluations used the City of Melbourne's Visitor Guides (also known as the 'red coats' because of their uniforms) as they were determined to have expert knowledge of the region, what tourists want and a good idea of what tourists see in Melbourne streetscapes.

The initial evaluation simply sought the feedback of the Visitor Guides on the map. Their feedback was then incorporated into the design and the new design was tested on street via a brief intercept survey.

For the final evaluation, the Visitor Guides were given a map of the demonstration route and a survey. They were asked to walk some or the entire route and record their observations. Their instructions were to walk the route with an eye for the visitor. 42 Visitor Guides undertook the survey.

See Appendix 6 for full report.

Key Results of Final Evaluation

Whilst the quantitative data on whether people were able to find their way around and what other signs they used is useful information; it was the qualitative information captured via the notes that was most interesting.

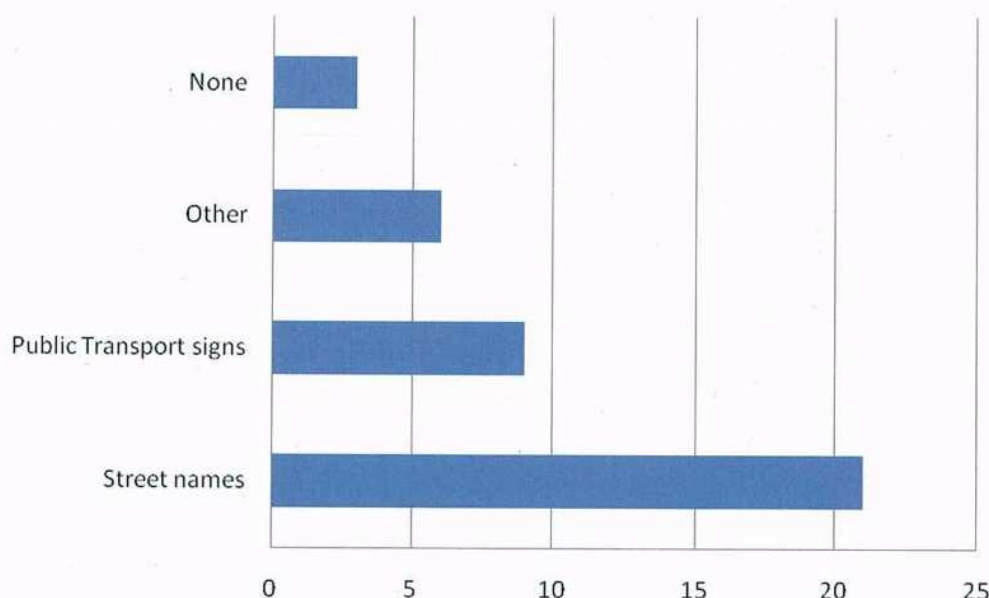
- 88% found they were able to find their way around and that it was easy to do.
- 88% used other signage to assist them along the route. This indicates the importance of the need for the signs to 'work with' other infrastructure. The most commonly used other signage were street name signs and public transport signs.

Did you use any other on street signage?

Yes	88%
No	12%

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Which other signage did you use?



- 100% felt safe on the route. All walks were conducted in daylight hours.

The four key themes of the notes and comments were;

1. The large map signs were useful and easy to use
2. There could be more information added that tourists may find useful
3. The signs are already graffitied and vandalised.
4. The smaller signs between were too infrequent.

Conclusions

The overwhelming message was positive. The signage is useful and generally well positioned. The maps in particular were seen as excellent and of use to visitors and tourists alike.

The three most useful topics for discussion for the IMAP Wayfinding Signage Working Group are:

1. The need to increase the frequency of the smaller (level 3 & 4) signage
2. The maintenance of both the built infrastructure and the map over time, and
3. The need for the wayfinding signage to 'work with' public transport signage.

See Appendix 6 for full report.

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3.2 Recommendations on Evaluation

1. Signage projects are difficult to evaluate due to the complexity in performing pre-and post- installation evaluations. Build in frequent, smaller evaluations to signage projects.
2. Access experts, such as the 'red coats', for specific evaluations.
3. Department of Transport are completing their own Wayfinding evaluation across Melbourne including an evaluation of the IMAP Wayfinding Signage system in the August/September 2010.

4 LESSONS LEARNT

4.1 What Worked Well?

The IMAP Wayfinding Signage Project is a great example of Councils engaging in work that extends beyond the traditional activities of local government and to the benefit of those outside of their municipal boundaries. It is also an illustration of what can be achieved in terms of tangible, 'on-the-ground' benefits when state and local governments work together towards a common end.

A good link to the IMAP Tourism Action Working Group was maintained by having a representative from that Group attend the Wayfinding Signage Project Working Group. This link was very valuable as it ensured that the Wayfinding Signage 'spoke' to the Inner Melbourne Map produced by the IMAP Tourism Action Working Group with the appointed contractor, Visual Voice.

Having different professional disciplines was very valuable to the project. It meant that the project was delivered to a very high standard as 'experts' in the field were able to be brought together.

Refer also to section 2.7

4.2 Lessons for Future Projects or Programs

- Important to have a clear scope & clear project plan
- Good to work across municipal boundaries because of the raft of experience we were able to draw upon. However, it was difficult to consult well internally on a project involving 4 Councils.
- Good to work across different professional disciplines
- Best practice because of the combination of disciplines, which was only possible because of the collaboration of municipalities
- Important to manage consultants and set boundaries.

Refer also to section 1.3 and 2.4.

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4.3 Recommendations on Lessons Learnt

1. Conduct and document project planning
2. Manage consultants and set boundaries
3. Conduct projects that work across different professional disciplines, but make sure you outline responsibilities early.

Refer also to section 1.3 and 2.4.

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5 CLOSURE ACTIVITIES

5.1 Project Staff

Project Staff have permanent roles at their respective Councils. The knowledge gained from the project has been captured via each of the Corporate Records systems.

The IMAP Wayfinding Signage Working Group will continue to function beyond the Department funding period as it still has a role in actioning IMAP Action 2.

The Inner Melbourne Action Plan (IMAP) is unique in bringing key government stakeholders together to develop and deliver regionally based actions. This new approach challenges existing structures of government, administration and resourcing arrangements.

IMAP sets out 11 regional strategies and 57 actions to address one simple objective: **to make the Inner Melbourne Region more liveable.**

These strategies and actions were developed following:

- a review of existing strategies related to Inner Melbourne
- a review of current planning scheme policies
- a series of stakeholder forums to explore issues where an immediate common response was not evident from stakeholders.

The forums addressed issues including; public environment and urban structure, strengthening business clusters, the visitor domain, transport, open space and strengthening Melbourne communities.

Melbourne's inner Councils; the Cities of Melbourne, Port Phillip, Stonnington and Yarra, in partnership with VicUrban worked together to develop the Inner Melbourne Action Plan, adopted in December 2005. The vision was to strengthening the liveability, attractiveness and prosperity of the region.

IMAP explores the actions that Councils within the Inner Melbourne Region may collectively need to implement to achieve the aims of Melbourne 2030. It concentrates primarily on actions that can be completed within 5-10 years.

Many of these actions will require the cooperation of the State Government, government agencies or private providers of public services such as public transport companies. Other actions recommend changes to planning schemes, requiring statutory approval processes.

All actions are led by the IMAP councils in collaboration with IMAP partners.

Above information from: <http://imap.vic.gov.au/index.php?page=about-imap>

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5.2 Issues Management

The two key issues for each Council are:

1. The ongoing maintenance of the maps and physical signage; and
2. The progression of the signage beyond the pilot route.

5.3 Risk Management

There are no risks associated with this project.

5.4 Financial Management

LAAP 40: IMAP Wayfinding Signage Pilot Project		
Payment from DoT		\$158,500
Costs from IMAP Councils	Cash	\$168,300
	In kind	\$39,600
Difference to be returned to DoT		\$0

5.5 Asset Management

It will be important to both update the maps and maintain the physical signage into the future for all the Councils. This is the responsibility of the Council in which the signage is located.

5.6 Post Project Responsibilities

There are no outstanding post project responsibilities.

5.7 Future Activities

There are two ways in which the outcomes from the IMAP Wayfinding Signage Project IMAP Wayfinding Signage Project will continue to add value to wayfinding in Victoria.

1. The Inner Melbourne Action Plan Councils will be individually seeking budget bids from their own resources to expand on the Pilot.
2. There is work being undertaken by the IMAP Wayfinding Signage Project Working Group to promote the signage both internally to staff in other areas and to other Councils wanting to create wayfinding signage. The IMAP Wayfinding Signage Project is also promoted in the new *Department of Transport's Wayfinding Guide*.
3. Additionally, the Council's will need to have internal and possibly IMAP discussions regarding the review of content. Does each Council need a program? If so, when will it be developed? How? And who will be responsible? If there is a future review of the design of the artwork, it will need to be distributed amongst the IMAP Councils.

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5.8 Recommendations on Closure Activities

That the Department of Transport deem the project to be closed

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6 RECOMMENDATIONS

1. Choice of the most appropriate mix of sign types for any given area should be based on a sound signage strategy. A good signage system should aim to make wayfinding decisions easy for the user.
2. Ensure that the decision on what signage hardware is to be used is based on long-term planning rather than short term gain. Signage should be built for longevity and flexibility.
3. Better scoping and planning in the early stages of a project needs to be undertaken to ensure time and budget are appropriately managed. Ensure that projects are assigned a project manager from the outset. Ensure that the project has a clear and comprehensive communications plan.
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6. Signage projects are difficult to evaluate due to the complexity in performing pre-and post-installation evaluations. Build in frequent, smaller evaluations to signage projects.
7. Don't underestimate the value of expert advice. Access to people that live and breathe the subject that you are reviewing, in this case the 'red coats', assists greatly in providing specific information and evaluation advice.
8. That the Department of Transport deem the project to be closed

DEPARTMENT OF TRANSPORT LAAP Final Report

7 APPENDICES

Appendix 1	Location Map
Appendix 2	Signage Family & Sample Maps
Appendix 3	Photos
Appendix 4	Communications
Appendix 4a	Communications – LGPro Award Application
Appendix 5	Financial Report
Appendix 5a	Financial Report - Invoices
Appendix 6	Evaluation Report



IMAP Wayfinding Signage Project LAAP Funding Final Report

Appendix 1 Location Map



s35 E4

Existing signs



Sign number

Sign type & number

s37 MB16

New map-based signs



s40 IDS

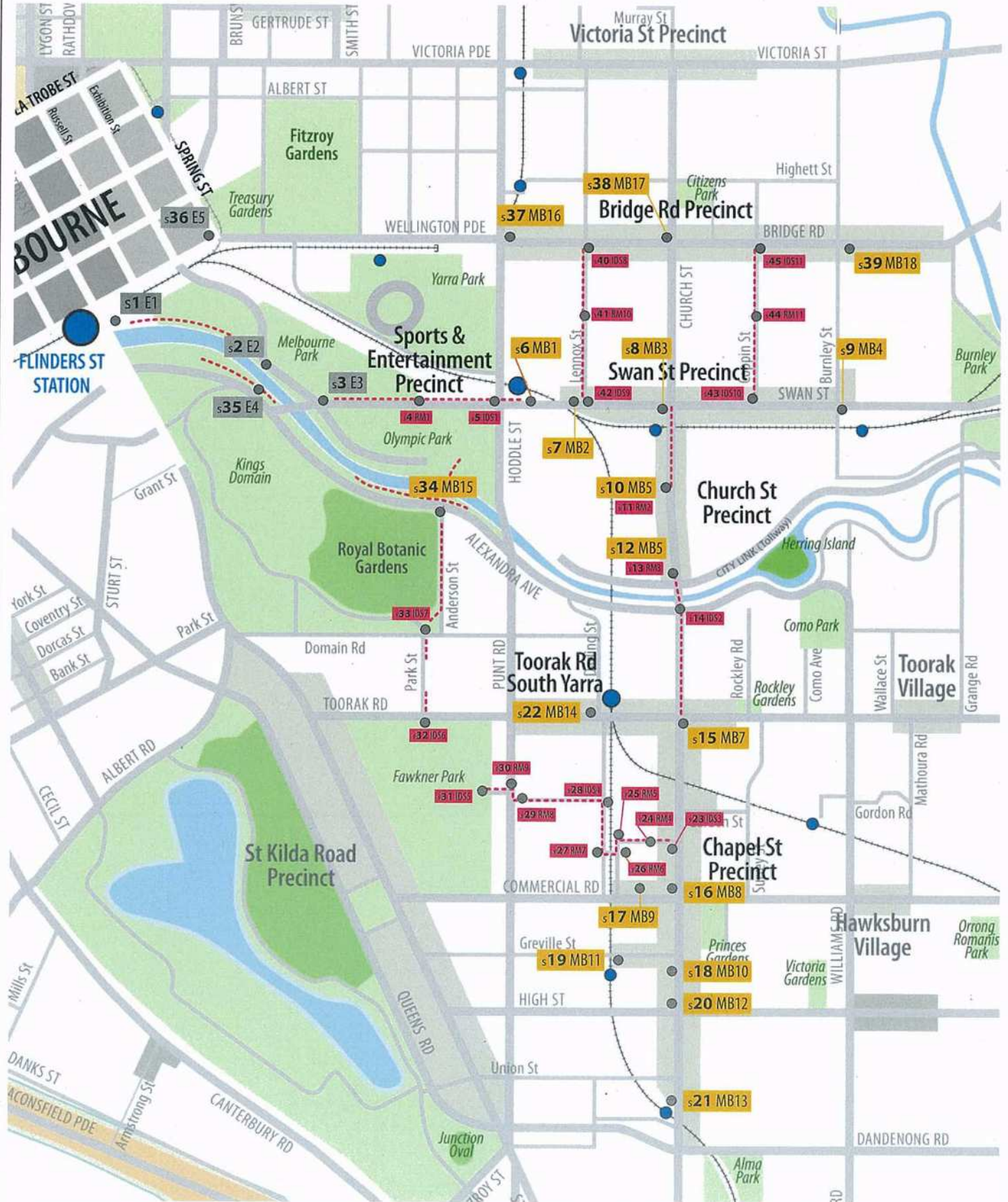
New Independent
Directional signs



s40 RMS

New Route
Marker signs

Demonstration Project Signage Locations





IMAP Wayfinding Signage Project LAAP Funding Final Report

Appendix 2 Signage Family & Sample Maps

Elissa McElroy - IMAP Executive Officer

City of Stonnington
Malvern Town Hall, Cnr Glenferrie Road and High Street, Malvern 3144
PO Box 21 Prahran Vic 3181

Tel: 8290 1110 Mobile: 0404 248 450 Email: emcelroy@stonnington.vic.gov.au

Website: www.imap.vic.gov.au



Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Inner Melbourne Pedestrian Wayfinding Signage

Map-based signs

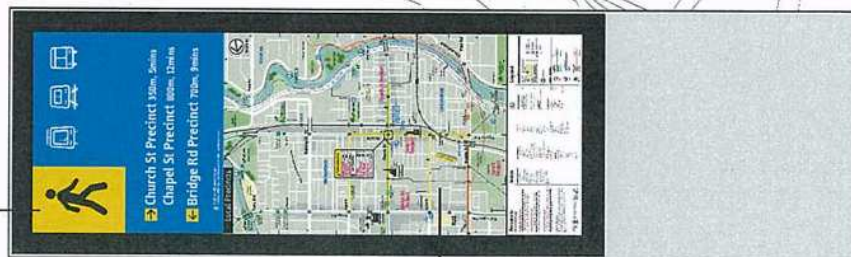
Regional Information
Public Transport connectivity

Public transport link id



Precinct Information
Inter precinct walking connectivity

walking link id – Primary id



Directional signs

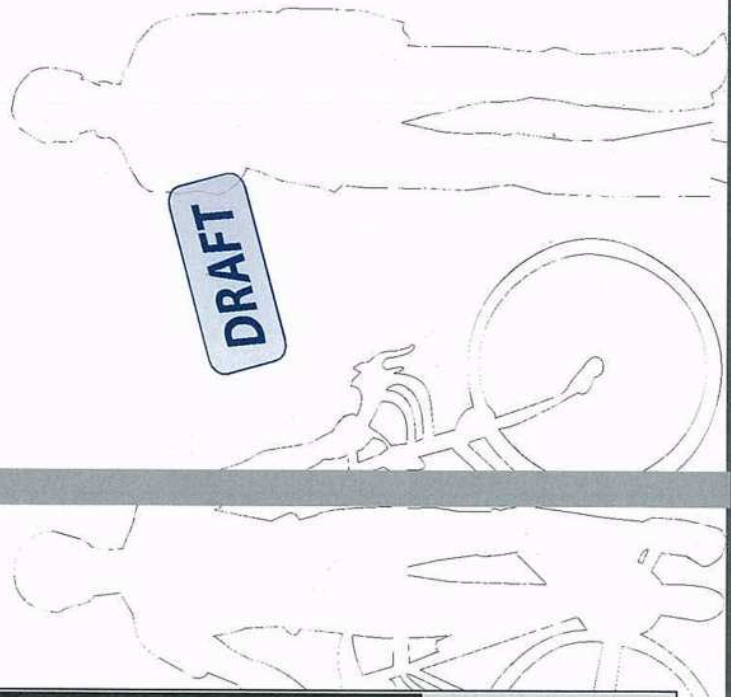
Directional blade



Route marker
Mini directional blade



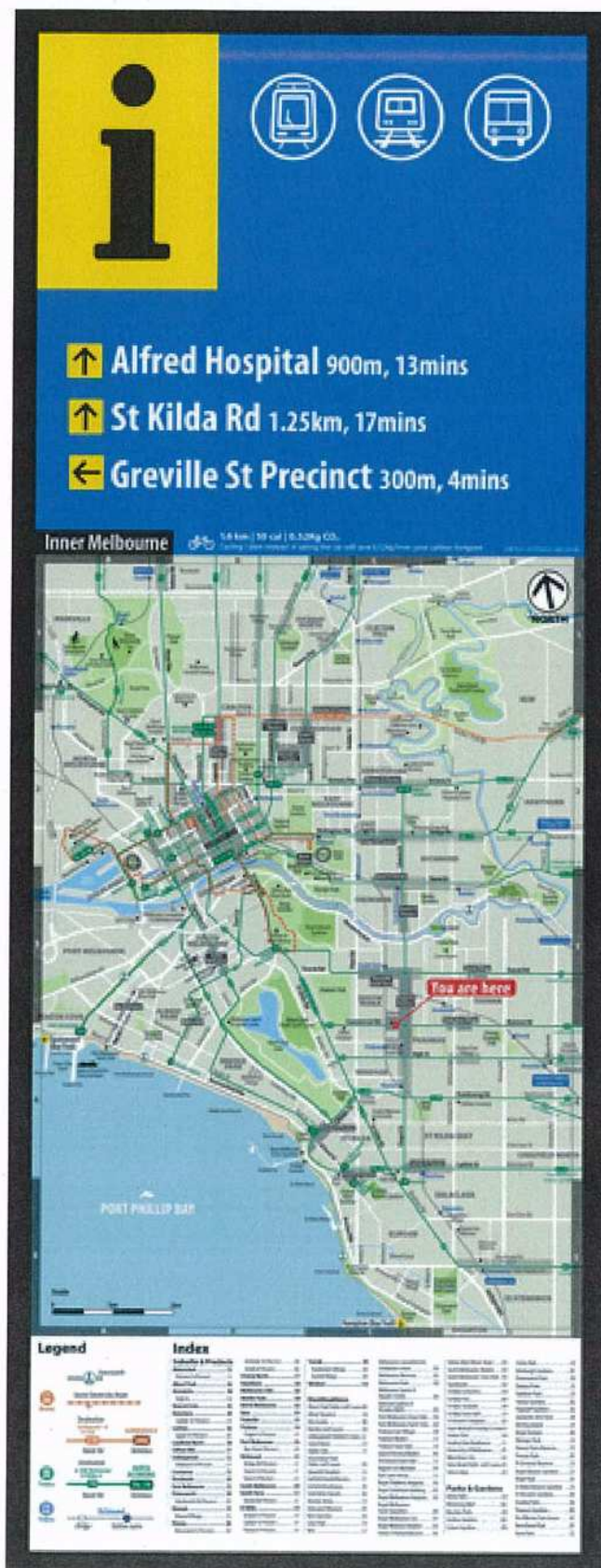
existing pole



Side B

Side A

Sign No 17 MB9



East face

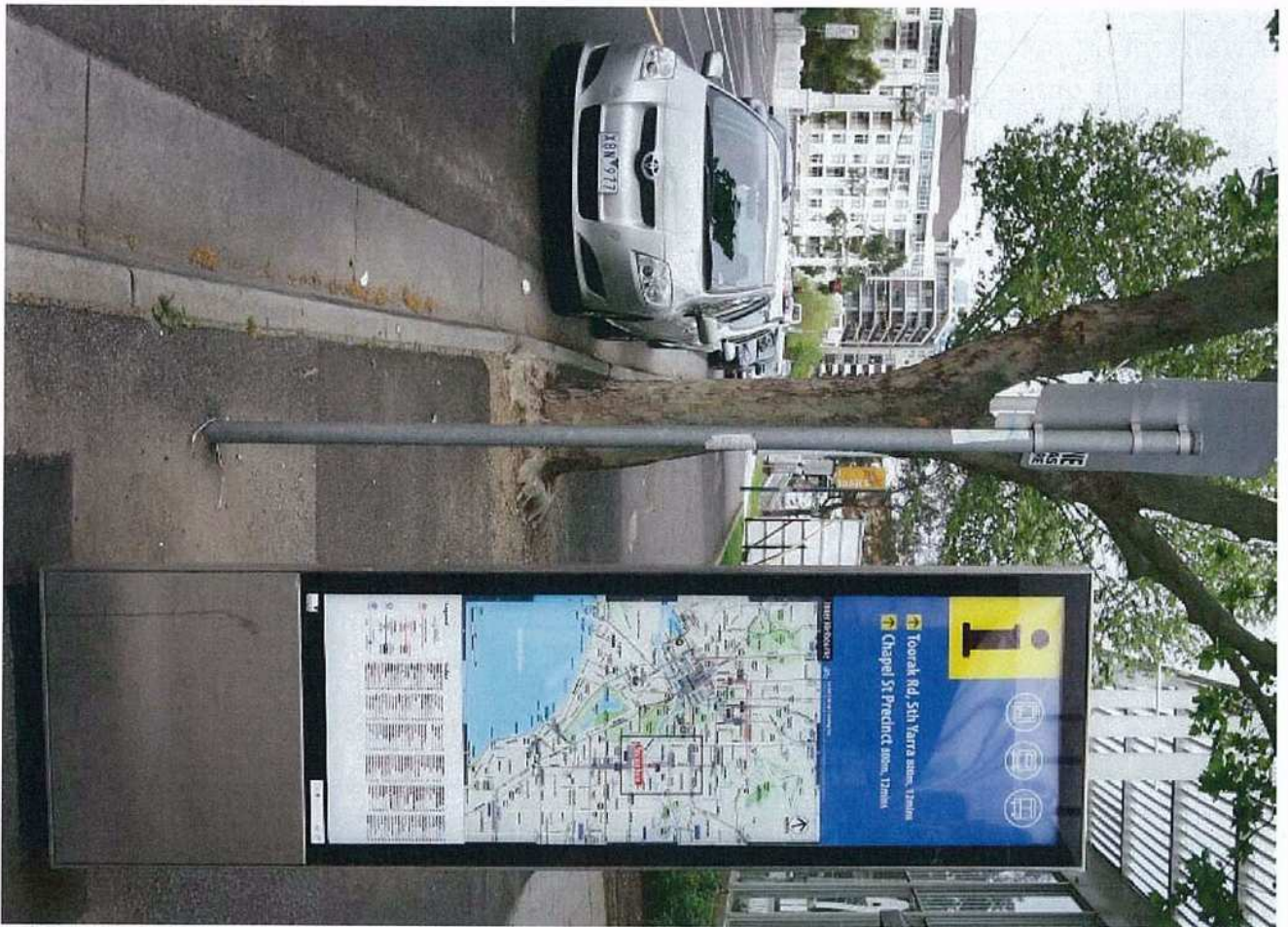


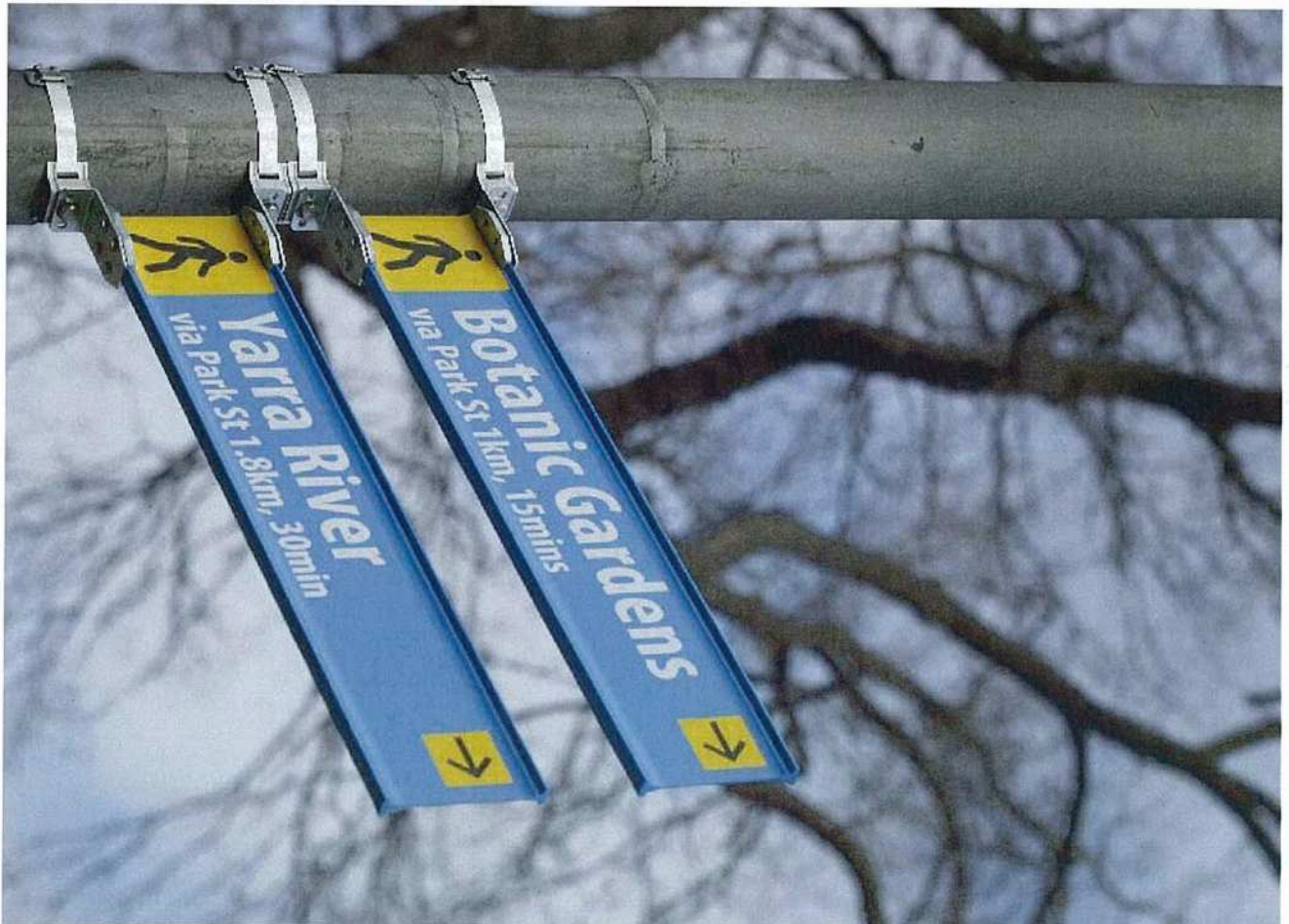
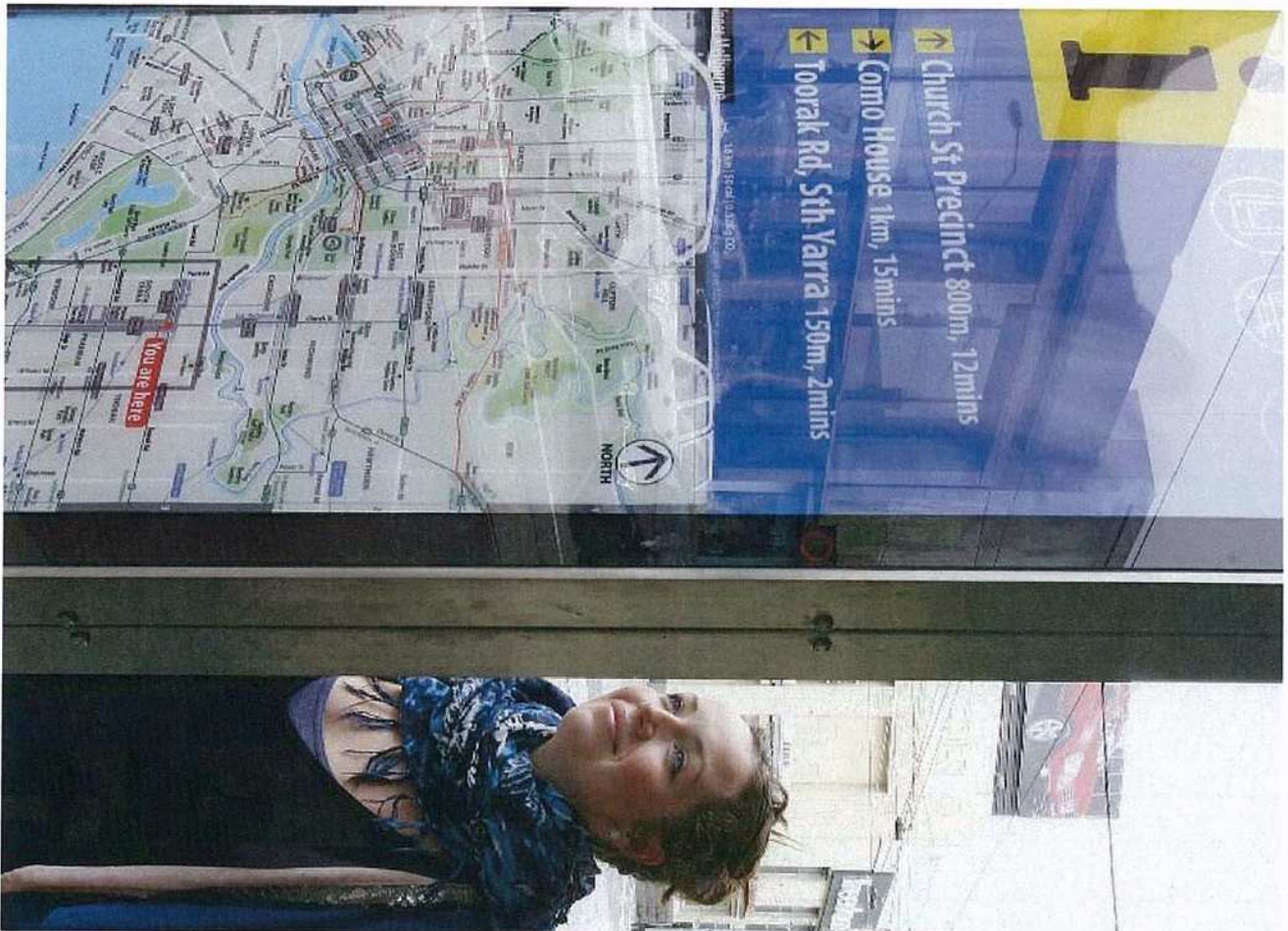
West face



IMAP Wayfinding Signage Project LAAP Funding Final Report

Appendix 3 Photos









IMAP Wayfinding Signage Project LAAP Funding Final Report

Appendix 4 Communications

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YARRA BUSINESS

e-bulletin



Welcome to the Yarra Business e-Bulletin.

In this Issue

- [BRAINfoodforBusiness](#)
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- [Lost? We'll Help You Find Your Way](#)
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- [The Corner Hotel Eco Lighting Case Study](#)
- [Running Your Business Doesn't Have To Cost The Earth](#)
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- [King Lake Ladies Day](#)
- [Business on Smith Street Meeting](#)
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- [Illness Management Plan](#)
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In Other News

From the City of Yarra:

- [Media Releases](#)

[business.gov.au](#)

[News from INNOVIC](#)

[Small Business Victoria](#)

[VECCI Update](#)

[Multimedia Victoria](#)

Pass it on

Know anyone who might be interested in our newsletter? [Click here](#) to forward this email to up to 5 friends at once.

Welcome to the 6th edition of the Yarra Business e-bulletin in 2009.

Our thought for this month: "We can believe that we know where the world should go. But unless we're in touch with our customers, our model of the world can diverge from reality. There's no substitute for innovation, of course, but innovation is no substitute for being in touch, either". Steve Ballmer

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BRAINfoodforBusiness



"Is your organisational culture hurting bottom line performance?"

Hear international speaker and author Steve Simpson speak about how organisations across the globe are now coming to realise the importance of organisational culture, at the Northern Business Achievement Awards breakfast. This event acknowledges and celebrates the successes and achievements of small to medium sized enterprises within Melbourne's north, from diverse sectors ranging from traditional and advanced manufacturing to new high tech industries. The City of Yarra, in partnership with NORTH Link, the Victorian Government and the Cities of Banyule, Darebin, Hume, Moreland, Whittlesea and the Shire of Nillumbik, invites you to attend its fourth prestigious Northern Business Achievement Awards breakfast on 2nd of July 2009. It will take place at the Rydges Bell City Ballroom in Preston, starting at 6.45am. This event also provides strong networking opportunities.

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First Ever City of Yarra Business Expo

In September 2009, the City of Yarra will host its inaugural Business Expo. This free one day event will feature seminars plus exhibitors from local, state and federal government departments, industry associations and education providers. The Expo will conclude with a cocktail reception, headlined by Kevin Sheedy, one of the AFL's most enduring and successful coaches.

[Click here](#) to register or find out more.

E-Success Program

Receive \$1500 grant subsidy support from the Victorian Government! Valued at \$2,000, it will cost you only \$500 to improve e-Commerce in your business. Designed for small to medium businesses, this subsidised program will e-change the way you do business. Selection Criteria apply.

To register your interest or view the complete training program please visit Yarra City Council's [website](#).

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Marketing Opportunities

Melbourne Official Visitors' Guide - Summer 2009/10

This is a fantastic publication designed to inspire visitors to experience all that Melbourne has to offer. Produced quarterly to showcase the four distinct seasons, the theme for Summer promotes Melbourne as THE destination for Festivities & Events, Style, Shopping & Dining.

We only have 2 x 1/3-page spaces remaining. To take advantage of our special rate and promote your business, contact the Economic Development Team at business@yarracity.vic.gov.au by Friday 26 June 2009.

The Indispensable Guides

Advertising is currently open for the next edition of the very popular Fitzroy and Clifton Hill/ Fitzroy North/Carlton North Guides. To find out

how you can get involved, contact GRID Urban Maps on 9525-3471 or info@gridmaps.com.au or visit www.gridmaps.com.au

Is Sponsorship Part of Your Marketing Mix?

Are you interested in building your business' profile and creating a corporate identity that is positively linked to community involvement? The City of Yarra is seeking sponsors for a number of high profile events, including the City of Yarra Business Expo. For more information and a sponsorship prospectus contact Michelle Dawson, Marketing & Promotions Project Officer on 9205 5362 or via [email](#).

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Lost? We'll Help You Find Your Way



The City of Yarra, together with the Cities of Melbourne, Port Phillip and Stonnington is introducing a Wayfinding Signage System for pedestrians across the Inner Melbourne Region, as part of the implementation of the Inner Melbourne Action Plan (IMAP).

A demonstration route for the project has been chosen, starting from Federation Square, continuing past the Sports Precinct through Richmond and on to South Yarra and Prahran. In the City of Yarra, signage will be installed in Bridge Road, Swan and Church streets prior to the end of June. Signage will be rolled out across the Inner Melbourne Region over the next few years.

The Inner Melbourne Region and its precincts is highly accessible - whether you're on foot, cycling or taking public transport. Pedestrian wayfinding signage is particularly about enhancing the walking experience by making it easier, safer and more enjoyable. It helps people to find their way within and between precincts.

To find out more, please contact Kate Simnet, Sustainable Transport Officer on 9205 5734 or kate.simnet@yarracity.vic.gov.au

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Clearways

Council is maintaining its concern about clearways, having now gained the opportunity for street by street analysis. Council Officers are continuing to meet with Vic Roads.

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The Corner Hotel Eco Lighting Case Study

Recently businesses were able to learn more about the Corner Hotel in Richmond has reduced its lighting costs by \$8,035 a year, whilst substantially reducing its impact on the environment with a saving of 49 tonnes of CO₂ emissions per annum. "We are pleased that we took the first steps and took the risk to retrofit our lights. We are now reaping the rewards" said Tim Northeast the owner of the Corner Hotel.



For a free information kit or to request a free basic lighting assessment contact the [Environment Shop](#).

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Running Your Business Doesn't Have To Cost The Earth

It's important during these tough times that businesses not only look at conventional ways of saving money but also think outside the square. Reducing the amount of resources you use, such as water and energy, can help you reduce your business impact on the environment and also save money in the process. With more than 480,000 small and medium sized businesses in Victoria, every effort a business makes, big or small, goes a long way to reducing Australia's impact on the environment.

So if you're interested in saving money and the environment why not register your business with www.growmethemoney.com.au by 30 June 2009 and join the 12 month program for FREE!

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Work Experience for Young People with Disabilities


The Inner Melbourne VET Cluster and the National Disability Coordination Officer's Program are facilitating the opportunity for employers to participate in a work experience program targeting young people with disabilities. The vocational scheme will enable young people with disabilities to gain a greater understanding of pathways available in local industry, by providing practical work experience opportunities.

The National Disability Coordination Officer's Program is an Australian Government initiative that targets the barriers that people with disabilities face in gaining access to, and successfully completing, post-school education, training and employment. The program aims to improve transitions and increase participation by people with a disability in higher education, training and employment.

Your participation would greatly be appreciated. Interested? Please contact Effie Kapsalos, National Disability Coordination Officer on (03) 9686 2354 or by [email](#).

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King Lake Ladies Day

On June 20th Bridge Road is hosting a day out for approximately 30 King Lake ladies whose lives have been devastated by the recent fires.  The day will start off with some yoga classes at Yoga Concepts, followed by refreshments, after which there can be some serious shopping done until 3pm and the day will finish with drinks and nibbles.

There will be a lucky dip for the ladies, which will contain all the gift vouchers that are offered by businesses.

Thanks to all the Bridge Road businesses who have offered support. It is fantastic and the ladies will certainly have a lovely special day out.

If you wish to offer something to the ladies please contact Pauline Keays on 0405 054 959 or via [email](#)

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Business on Smith Street Meeting



Business on Smith Street monthly meeting will be held at 6pm Tuesday 9 June at the British Crown Hotel (upstairs), 18 Smith Street, Collingwood.

For more information contact President, Mike Brickell on 9419 1450.

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Funding & Development

Austrade - Export Grants

The Export Market Development Grants (EMDG) scheme is a key Australian Government financial assistance program for aspiring and current exporters. Applications for the 2008-09 grant year open 1 July 2009.

Winning Store Concepts and Designs

Find out how you can improve your retail store design, inspire customers, deliver against brand expectations, and maximise merchandise effectiveness and store profitability. Wednesday, 17 June 2009. Contact the [Australian Centre for Retail Studies](#) for more information.

2009 Virgin Blue National Small Business Summit

Tues 9 June 09: Opening Gala Dinner
Wed 10 June 09: One-Day Summit
The Sebel, Albert Park, Melbourne

VECCI 2009 Human Resources Conference

Friday: 19 June 2009 RACV Club, 501 Bourke Street Melbourne

Being Culturally Savvy

Victoria Tourism Industry Council
QUARTERLY FORUM Wednesday 10 June 2009

Australian Information Industry Association - Sustainability and Innovation Forum

19 June 2009, KPMG 127 Collins St Melbourne

Design Capital Presented by Design Victoria

Providing the toolkit for tomorrow's business, 16 - 17 July 2009 BMW Edge, Federation Square, Melbourne



Australia's premier business speaker series showcasing design vision, innovation, and strategies that provide a competitive edge in a challenging global economic environment. Discover how design investments will have positive impact on your business and learn about smart tools to survive and strategically react to rapidly changing global markets. [Book online](#) now to receive a 10% early bird discount quoting DV7509.

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Illness Management Plan

Small Business Victoria (SBV) has recently launched a world first, the *Illness and Business Management Plan*, an online resource for business owners facing a life-threatening illness.

Running a small business is challenging at the best of times and it is hard to imagine what it must be like coming to terms with the physical, emotional and financial impact of a serious illness, under the normal demands of operating a business.

To obtain a copy of the Illness and Business Management Plan contact Council's Economic Development Unit on 9205 5555 or visit [SBV](#)

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In Other News

Australian Safer Communities Awards

Nominations are now open for the 2009 Australian Safer Communities Awards. The Awards recognise outstanding projects and initiatives in preventing, planning, and responding to emergencies and disasters.

The awards are designed to encourage best practice and innovation across Australia's emergency management sector, business, local government and community organisations that help to build safer communities across Australia.

For further information about the awards program and entry criteria, please visit their [website](#).

Paid Maternity Leave a reality from 2011

Last month it was announced that the Federal Government would publicly fund a maternity leave scheme as promised in the 2007 Federal Election.

The Australian Chamber of Commerce and Industry (ACCI) has called on the Federal Government to ensure that employers are compensated before the scheme commences in 2011, and as further details emerge about the scheme, VECCI will keep employers updated on any regulatory or compliance aspects that will need to be adhered to. [Read more...](#)

Swine Flu information for employers

VECCI encourages members not to be alarmed but to consider the implications of Swine Flu on their businesses. [Read more...](#)

New rules regarding advertising prices

There has been a change to the Trade Practices Act regarding component pricing. [Read more...](#)

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To update your details please go to the following link and choose the option "My Profile":

<http://www.yarrabusiness.com/login.asp>

You will need to use the following login details:

Username : **ELQ32**

Password : **0737**

Feedback: If you have any questions, please contact **Economic Development** on **(03) 9205 5027**.

This email was sent to dawsonm@yarracity.vic.gov.au
[Click here](#) to instantly unsubscribe.

City of Yarra
 t (03) 9205 5555
 e business@yarracity.vic.gov.au

GETTING AROUND

Pedestrian Projects get the **Green Light**

Pedestrians will be able to find their way around Melbourne with more ease and with greater safety when the Inner Melbourne Action Plan (IMAP) councils implement two recently announced projects.

The IMAP councils have secured \$358,500 funding from the State Government Department of Transport to be used for two pedestrian focussed projects that will help people find their way around inner Melbourne and improve safety for people travelling on foot.

The four IMAP councils – Yarra, Port Phillip, Stonnington and Melbourne – have been working together since 2006 to implement key outcomes to make the inner Melbourne Region more liveable, in response to the State Government's Melbourne 2030.

The funding will be allocated to:

The IMAP Regional Greenlight project is a regional approach to investigating new pedestrian safety options, such as changing pedestrian light timings to give people more time to cross the road and more automated "green man" signals. These alterations will make it easier and safer for people to cross busy inner Melbourne roads.

The Inner Melbourne Wayfinding Signage project will establish a common signage design so people can easily find their way around inner Melbourne, regardless of which municipality they are in. The new signage will provide information about travel time, distance and public transport links for people to adventure further on foot, tram and train. Visitors don't see municipal boundaries when they are travelling around inner Melbourne and the new Wayfinding Signage will make it a lot simpler for people to get around and visit attractions in the inner Melbourne area.

For more information on any of these projects, contact Alison Fitzgerald at Council on 9205 5555.

Free Travel Smart Maps

Council has a new edition of the TravelSmart Map available, showing the extensive ways to get around Yarra without even getting in a car.

This very popular free map is a fantastic resource that clearly displays all the walking, cycling and public transport routes in the City of Yarra and surrounds. You can use the map to navigate your way around the city or to choose a more sustainable option for all your travel needs.

TravelSmart is an initiative of the Victorian Government that aims to reduce people's dependency on cars and encourage them to choose sustainable travel alternatives such as cycling, walking and public transport. Smarter travel choices can be made by changing one or two trips per week, or by reducing the number of car journeys.

For a copy of the map, please contact Council on 9205 5555 or email info@yarracity.vic.gov.au.

Find a bike, any bike, and take part in Ride to Work Day on Wednesday 15 October.



Ride to Work Day

The days are getting warmer and the mornings are not so dark any more, so why not dust down your bike and start riding to work instead of taking a car every time you travel.

Ride to Work Day on Wednesday 15 October offers a great opportunity to get into the swing of things and discover the delight of riding to work. You can save money on petrol and parking, improve your fitness and wellbeing, reduce your contribution to greenhouse gas emissions, and often it's actually faster to ride to work than drive!

A free breakfast will be available at Cafe Krifi at the Victoria Gardens Shopping Centre in Richmond between 7.30am and 9.00am, for all cyclists participating in National Ride to Work Day.

The event aims to encourage new riders to join the cycling community and reward people who leave their cars at home and use sustainable transport to travel to and from work regularly already.

Activities on the day include:

- Free coffee and breakfast
- Free bike maintenance
- Police with engraving tools
- Giveaways from Victoria Gardens stores
- Hairdressers fixing 'helmet hair'

Yarra City Council actively promotes the use sustainable transport and strongly encourages the community to get involved in National Ride to Work Day 2008. To register for the event and go into the draw for a range of great prizes, visit the Bicycle Victoria Website www.bv.com.au.

Inner Melbourne Action Plan Action 2.2

Wayfinding Pedestrian Signage Evaluation

May 2010

Background

The Inner Melbourne Action Plan (IMAP) Action 2.2, sought to introduce a consistent pedestrian wayfinding signage system across the Inner Melbourne Region to show that the Region and its constituent “precincts” are accessible throughout by walking, cycling and public transport. The Inner Melbourne Wayfinding Signage, as it is now known, highlights key regional linkages and places of interest, as well as giving people public transport information and indicative walking times. The signage therefore is about making it easier for people to navigate within and between city “precincts” and about encouraging them to do so on foot or by public transport.

The Inner Melbourne Wayfinding Signage is an initiative of the Inner Melbourne Action Plan, specifically Action 2.2. In 2006, the councils of Melbourne, Port Phillip, Stonnington and Yarra in partnership with the State Government, launched ‘Making Melbourne More Liveable - Inner Melbourne Action Plan’. The Plan, prepared collaboratively to respond to ‘Melbourne 2030’, provides a framework for the future growth and development of the Inner Melbourne Region. It also aims to make the area more vibrant, liveable, accessible and creative.

IMAP Action 2.2, sought to introduce a consistent pedestrian wayfinding signage system across the Inner Melbourne Region to show that the Region and its constituent “precincts” are accessible throughout by walking, cycling and public transport.

The IMAP Region contains up to 35 recognisable precincts. These are linked together by a system of public transport routes (train, tram and bus), walking and cycling routes and shared off-road paths which are signed by the Metlink signage system, and which are illustrated on public transport, TravelSmart, tourist and various other maps. However, the existing signage was found to be fragmented and many inter-precinct walking routes were not signed for pedestrians. The illustration of the availability of these good walking links is a new and innovative element of the Inner Melbourne Wayfinding Signage system.

The project involved two distinct stages, both of which entailed a high level of innovation and engagement on the part of Council staff, as well as Visual Voice, the appointed consultants:

- **Stage 1:** produced an Inner Melbourne Way-finding Signage Report completed in December 2007. The Report outlined an “integrated wayfinding signage strategy” that recommended both the types of signs that need to be installed, and the locations where they need to be installed along a demonstration project route. The nominated demonstration route covers the activity centre precincts of Bridge Road, Swan Street, Church Street, and Chapel Street, three recreation precincts (the Sports & Entertainment, Fawkner Park and Botanical Gardens precincts) and the walking and other transport links between them.
- **Stage 2:** constituted the delivery of signage along the demonstration route. This involved design, manufacture and installation of sign hardware, as well as design of regional and precinct maps and their content. Stage 2 also included evaluation of the signage system and the maps.

The overall objective of actual map design was to overcome barriers to walking - “it’s too far to walk”; “it will take too long”; “not sure of the way”; and to integrate public transport information, with walking routes and precinct information. The result is a signage system based on world’s best practice wayfinding design, pioneered in Bristol United Kingdom, involving a “family” or hierarchy of four sign types: Level 1 and 2 are “heads-up” map based signs; and Level 3 and 4 are directional and route marker signs.

Method

The IMAP Wayfinding Signage group sought the assistance of the City of Melbourne’s ‘red coat’ visitor guides in evaluating the demonstration wayfinding signage system for pedestrians across the Inner Melbourne Region.

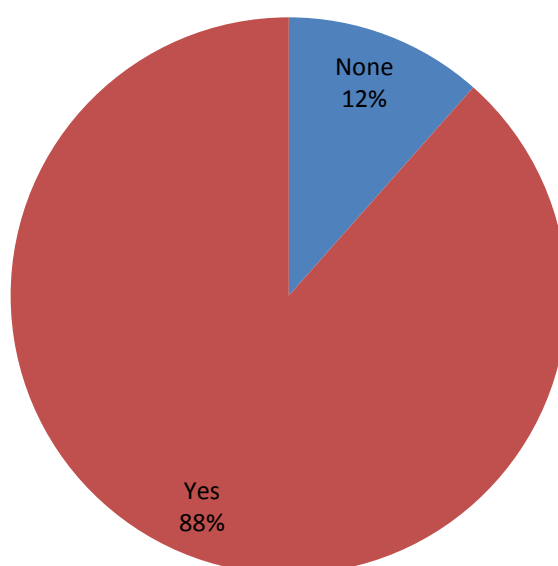
They were given a survey (Appendix 1), and asked to walk some or all of the route. Their instructions were to walk the route with an eye for the visitor. See information given to the participants in Appendix 2.

Key Results

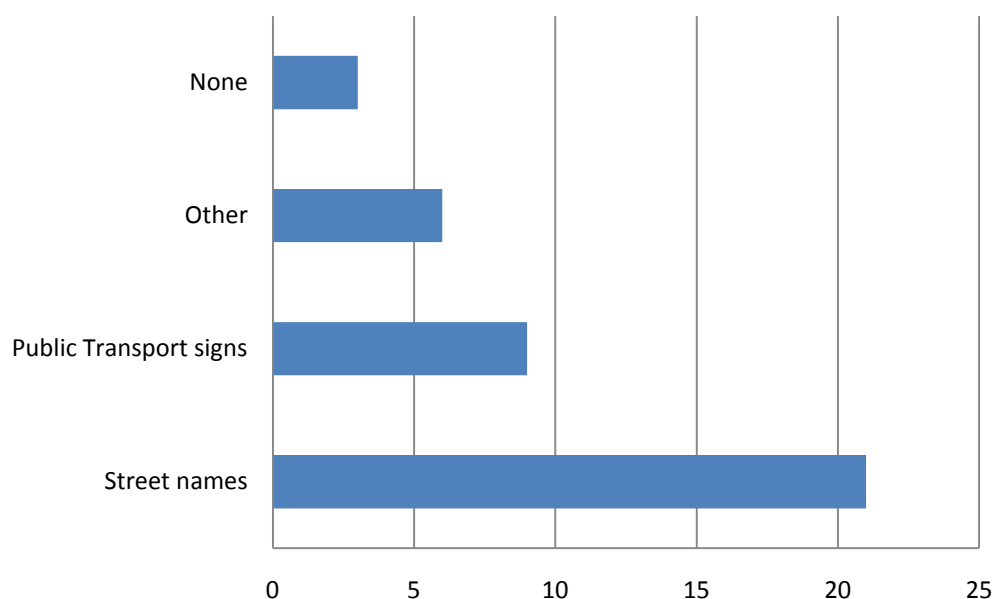
Whilst the quantitative data on whether people were able to find their way around and what other signs they used is useful information; it was the qualitative information captured via the notes that was most interesting.

- 88% of those participating found they were able to find their way around and that it was easy to do.
- 88% of people also used other signage to assist them along the route. This indicates the importance of the need for the signs to ‘work with’ other infrastructure. The most commonly used other signage were street name signs and public transport signs.

Did you use any other on-street signage?



Which other signage did you use?



- 100% of those participating felt safe on the route. All walks were conducted in daylight hours.

The four key themes of the notes and comments were;

1. The large map signs were useful and easy to use
2. There could be more information added that tourists may find useful
3. The signs are already graffitied
4. The smaller signs between were too infrequent.

* Full detail in Appendix 3

Conclusions

The overwhelming message was positive. The signage is useful and generally well positioned. The maps in particular were seen as excellent and of use to visitors and tourists alike.

The three most useful topics for discussion for the IMAP Working Group as well as the Council's are:

1. The need to increase the frequency of the smaller signage
2. The maintenance of both the built infrastructure and the map over time, and
3. The need for the wayfinding signage to 'work with' public transport signage.

Appendix 3: Verbatim Comments

- *Fed Square sign could be moved to a more prominent position. Sign cnr Swan & Church has been vandalised. Signage very good - especially maps.*
- *Got lost in Chapel precinct. The larger signs - very impressive. Saw 3 signs already vandalised. Signs 3m off ground are too high. No connection between small yellow signs with arrow and walking man and other signage.*
- *All the area is well served by PT. There are a variety of shops tourists may be interested in.*
- *Many signs already graffitied, need good cleaning & maintenance regime. Not clearly for locals too - suggest promotion in local papers.*
- *When I was near the Swan St bridge I was asked for directions to the Botanic Gardens.*
- *Add baby change information. The walking man signage was better when there was more information. Otherwise - terrific.*
- *Whilst walking & carrying the map I was offered assistance twice - lovely and friendly!*
- *Toorak Rd signs - couldn't find them. Signs at Fawkner Park & Chapel St too small and obscure. - Some signs already damaged.*
- *Attachment*
- *Trouble in Fawkner Park area. Signs already damaged.*
- *Some signage of the signs. I.e. show family on larger maps.*
- *More smaller signs - too long between signs.*
- *Poor signage at Burnley Golf Club. I also used town halls, churches, hotels & Dimmeys. Add index, Prahran Market, Bus 246 & nightrider buses.*
- *I found the times on the signs useful & accurate.*
- *I had fun. I found I walked past a few of the bigger signs because I was looking for a big i.*
- *I liked the bigger signs, the smaller ones were too hard to see.*
- *Liked the maps near the trams stops.*
- *Give the information about the MCG at the intersection of Hoddle & Bridge*
- *Couldn't find sign in Lennox St*
- *I thought the large signs were informative and easy to read*
- *Signs too high - map to go with signage?*
- *Little signs need to be more frequent*
- *Add: train stations, train lines, tram stop numbers cinemas & hospitals*



Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Thank you for your INVALUABLE assistance in evaluating the new wayfinding signage

The Inner Melbourne Action Plan (IMAP) group incorporates the cities of Melbourne, Stonnington, Yarra and Port Phillip. This group recently sought your assistance in evaluating the demonstration wayfinding signage system for pedestrians across the Inner Melbourne Region.

Thank you for your time and interest in the project. The information received was thoughtful, informative and incredibly thorough. This information is now being analysed and will form a part of the report to the Department of Transport to recommend further signs be installed and what changes need to be made to the demonstration route.

As a token of our appreciation please find a voucher for Readings Bookshop enclosed.

Thank you again,

IMAP Wayfinding Signage Working Group

If you have any other questions please contact:

Kate Simnett
Sustainable Transport Officer
City of Yarra
Ph. 9205 5734
Email: kate.simnett@yarracity.vic.gov.au

